



DRMI Newsletter

Defense Resources Management Institute, Naval Postgraduate School, Monterey, California

Issue 17

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C.J.'s Corner

Comments from Dr. C.J. LaCivita, Executive Director, DRMI



DRMI may be leaving the Dawson Lecture Hall in Spanagel Hall (Room 400) for a new classroom built specifically for our use. The Naval Postgraduate School has proposed building a new facility for DRMI in the open space between the Spanagel Hall loading dock and Watkins Hall. The building will have an entry foyer, a lecture hall with tiered seating and restrooms. It will also have state of the art IT equipment. It is not clear at this time if the building can be built for the amount of money budgeted. If it can, we should be using the new facility at this time next year. While it will be strange to leave our long-time facility, we look forward to a new facility that will be more conducive to teaching. (See "C.J.'s Corner" on page 2.)

Feature Article

Evaluating Executive Performance in the Public Sector, Part II, by Dr. Natalie Webb



In governments around the world, leaders are discussing how to best manage a productive and quality workforce, especially senior executives. This is the second of a two-part series on evaluating executive performance. The first article, which appeared in the April 2006 issue of the DRMI newsletter, focused on developing a model that evaluates senior executives based on results they achieve. The hierarchical model shows a method for drilling down from organizational goals and objectives to measurable objectives for an individual. The model allows senior executives and leaders above them to strategize and to prioritize work, and then to reward executives based on outcomes. (See the previous article, in particular the Appendix, to review the hierarchical relationship between organizational and individual goals and objectives.)

In this issue, we discuss aspects of using the model including its strengths and implementation issues related to the model.

Why would organizational leaders use this approach to executive evaluation?

This approach transforms non-measurable, top-level organizational goals ("to consistently provide responsive, best value services to customers," for example), to measurable objectives against which an individual's performance can be assessed. Leaders and individuals together either set or interpret organizational goals, and make them workable, measurable objectives for the executive ultimately responsible for their execution. This provides clarity and direction in aligning goals and actions. Evaluation of executives can be easily understood not only by the evaluator and executive, but also by other stakeholders. (See "Evaluating Executives" on page 8.)

C.J.'s Corner (Continued from Page 1.)

The renovation of the NPS BOQ (wings of Herrmann Hall) is ahead of schedule and should be completed by the end of this year. The new rooms will be a vast improvement over the old facilities. Each room will have a private bath and a kitchenette.

The first offerings of two of the new courses announced in our last newsletter will take place later this summer. The two-week Multi-Criteria Decision Making course will begin on 24 July, with participants from five countries. On 7 August, the eight - day Budget Preparation, Execution and Accountability will begin with participants from five countries. We will offer these courses again in October and November. There are still quotas available for these courses.

DRMI News

The Defense Resources Management Course (DRMC) 06-2 began on 24 April and had 27 participants from 11 countries. Fourteen of the participants were internationals. The course graduated on 18 May.

DRMC 06-3 began on 22 May with 19 participants, 16 of them from nine countries. The course finished on 16 June.



DRMC 06-3 Participants

At the request of the Office of The Secretary of Defense (OSD-PA&E), Professors Jim Blandin and CJ LaCivita, presented a two-and-half-day seminar on Performance Planning in the Pentagon (15-18 May) to a group of 13 participants from U.S. Defense Agencies and OSD. This

was the seventh time the course has been offered since its initial offering in 1999.

DRMI provided a special course for Major General Waldemar Henryk Skrzypczak from the Polish Armed Forces from 30 May to 9 June. (See page 3 for a description of the course and a photo of MG Skrzypczak with DRMI Executive Director C.J. LaCivita.

DRMI commenced Senior International Defense Management Course (SIDMC 06) on 26 June. The course had 46 participants from 28 countries. Among the participants are DRMI and NPS alumni. BG Foric from Bosnia attended MIDMC 05-2 and BG Al Tamimi from Saudi Arabia (SANG) attended IDMC 02-2. Col Dashdaavi (Mongolia) was a 2005 graduate of NPS. The course ends 20 July with a graduation dinner.



SIDMC 06 participants at DRMI's welcome picnic.



SIDMC 06 participants enjoy a local field trip.

DRMI is currently hosting two Thai Officers, CDR Chomchalao and CDR Tanamool. They arrived in Monterey to attend the two-week Observer Course before starting DRMC 06-4 (24 July - 18 August).

DRMI Conducts Honduras MIDMC, by LTC Luis Morales



DRMI presented a Mobile International Defense Management Course (MIDMC) in Tegucigalpa, Honduras from 17-28 April 2006. Honduras' fifteenth mobile course was held at the National Defense College. The course's main objective was to share economic

concepts and management tools that support effective and efficient planning, allocation and budgeting of scarce public resources. Brigadier General Jose Rene Oliva Euceda, Armed Forces Inspector General (IG), opened the course on behalf of the Minister of Defense, and Brigadier General Jorge Armando Estrada, Armed Forces Judicial Auditor, closed the course. The class consisted of forty two (42) military and civilian officials representing various government organizations and the private sector, broken down as follows: twenty-two (22) military participants from the military services and the Ministry of Defense (16 Army, three Air Force, two Navy, one Marine Corps); nineteen (19) civilians from various government organizations (six from Ministry of Defense, 11 from the

National Police, three from National Institutes, two from the Judicial System, one from the Armed Forces IG, one from the National Congress, one from the Criminal Investigative Service) and one civilian from the private sector.



Honduran MIDMC Graduates

The faculty team consisted of Dr. Jomana Amara, Dr. Francois Melese, CDR Ronald Hughes, Dr. Anke Richter, Senior Lecturer Steve Hurst, Senior Lecturer Larry Vaughan, and LTC Luis Morales (course coordinator). The mix of participants strongly leveraged the benefits of small group discussions and greatly enhanced the exchange of views, ideas, and network building among this group of potential future senior military and civilian government leaders.

Mexico MIDMC, by Dr. James Morris



DRMI presented a Mobile International Defense Management course (MIDMC) in Mexico City, Mexico from 8 - 19 May 2006. Held at the Naval College, with 30 Naval Officers in attendance, the course focused on analytical decision making for better

defense resources management. This was the second Mexican course in two years, and a third iteration has been scheduled tentatively for the next year as well. In addition to LTC Luis Morales, Professors Natalie Webb, James Airola, Alan Laverson, and James Morris (course coordinator) participated as faculty.



Mexican MIDMC Participants

Participant News

Princess Aisha bint Al Hussein Receives Recognition From California State Assembly



Princess Aisha proudly displays her CA Legislature Certificate earned during her DRMI visit

Princess Aisha bint Al Hussein, General, Jordanian Armed Forces, proudly displays her California Legislature Certificate of Recognition, which she received during her visit to DRMI as part of the Senior International Defense Management Course (SIDMC 01). The Princess posed for a photo taken in her office by Ms. Susan Gehri, a senior lecturer in the Center for Civil-Military Relations at NPS. Ms. Gehri reports that the Princess is very proud of her affiliation with both DRMI and NPS.

Major General Skrzypczak completes course in Strategic Level Defense Resources Management Issues.



Presenting Major General Skrzypczak with a certificate of completion is Dr. C.J. LaCivita, our Executive Director

Major General Waldemar Skrzypczak, of the Polish Army, recently completed a two-week survey course in Strategic Level Defense Resources Management Issues. MG Skrzypczak, of the Polish Army, recently commanded a multinational division in Eastern Iraq. While he is currently an Armored Division Commander, later this year he is expected to fill a key position within the Polish Ministry of Defense.

Curriculum Development, Teaching News and Service

Dr. Diana Angelis teaches VTC Systems Engineering Course



Dr. Diana Angelis taught a course for the Systems Engineering department this spring quarter. "Engineering Economics and Cost Estimation" is part of the Master of Science in Systems Engineering Curriculum that NPS offers to military and civilian employees across the

United States. The course is presented using a combination of video teleconferencing (VTC), video streaming, web-based instruction, and monthly site visit. Students in this class were located in Pt. Hueneme and San Diego, CA, Louisville, KY, and Virginia Beach, VA.

Dr. Diana Angelis gives seminar at Edwards Air Force Base, CA

Dr. Diana Angelis, Lt Col, U.S. Air Force Reserve, was recently invited to give an executive seminar on Lean/Six Sigma at Edwards Air Force Base, CA. She presented two seminars to base commanders and organizational leaders of the Air Force Flight Test Center in May and June. The five-hour seminar introduces participants to the process improvement concepts and methodologies of Lean Thinking and Six Sigma. Participants had an opportunity to do a "hands-on" lean exercise and to discuss different approaches to process improvement, including Theory of Constraints and Design of Experiments. The seminar was developed to support the Air Force Smart Operations in the 21st Century (AFSO21) initiative.

Dr. Diana Angelis completes course on fraud detection

Dr. Diana Angelis recently completed a professional development self-study course sponsored by the American Institute of Certified Public Accountants on fraud detection. The course covered different types of fraud, how they are perpetrated, how they can be detected and what an organization can do to prevent fraud. She will be using this information to help develop a course on Financial Integrity, Accountability and Transparency that will be offered at DRMI this December.

Dr. Francois Melese invited to edit Defense Business Board's presentation to U.S. Deputy Secretary of Defense



Mr. Christopher Appleby of the Directorate of Organizational & Management Planning (OSD/DA&M) invited Francois Melese to edit and comment on the Defense Business Board's 31 May presentation to the U.S. Deputy Secretary of Defense. The stated objective of the

Defense Business Board is to: "provide the Secretary of Defense, through the Deputy Secretary of Defense, independent advice and recommendations on effective strategies for the implementation of best business practices of interest to the Department of Defense. The ultimate object-

tive of this advice is to enhance the efficiency and effectiveness of organizational support to the nation's warfighters."

(see <http://www.dod.mil/dbb>)

LtCol Chris Page conducts course in Practical Marine Comptrollership



LtCol Chris Page conducted the second offering of the semi-annual short course in Practical Marine Corps Comptrollership from 8-12 May 2006. The course provided a practical working application and knowledge of all areas of Financial Management within the

Department of the Navy as well as a current update on the Marine Corps Budget and Appropriations status. It also hosted Dr. C.J. LaCivita and Dr. Diana Angelis with special lectures in Planning, Programming and Budgeting, and Performance Measurement. Twenty-eight students from various Marine Corps activities participated in this course.

Staff and Faculty News

Dr. Jomana Amara presents two papers at Western Economic Association meetings



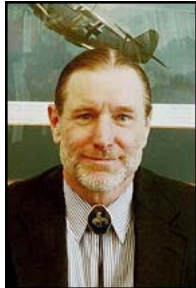
Dr. Jomana Amara attended the Western Economic Association meetings July 1-3. She presented two research papers. The first "Military Industrialization and Development: Jordan's Defense Industry" examines Jordan's attempt to establish a defense industry and compares the defense industry to the Qualified Industrial Zones (QIZ) as the alternate government facilitated economic development mechanism.

The second, "NATO Defense expenditures: Common Goals or Diverging Interests? A Structural Analysis" considers NATO defense expenditures with emphasis on the use of multiple structural change tests. By testing for structural breaks in defense expenditures, the study determines if NATO members are responding to a common threat. The study analyzes whether

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NATO ally behavior is influenced by regional or alliance concerns.

Senior Lecturer Don Bonsper participates in Defense Restructuring Course



Senior Lecturer Don Bonsper participated in a regional course on Defense Restructuring that the Center for Civil Military Relations conducted in Tirana, Latvia. A total of 26 students from eleven countries attended the five-day course during the period of 8-12 May. Mr. Bonsper's

contributions were in the areas of analysis, budgets, and the role of a Planning, Programming, and Budgeting process.

LTC Mark Hladky joins DRMI faculty



Mark Hladky, Lieutenant Colonel, U.S. Army, joined the DRMI faculty in April 2006. His last assignment was as the Deputy Comptroller for 18th Airborne Corps and Multi-National Corps Iraq in Baghdad, Iraq. He earned his BS in Finance and Management from the

University of Oregon (1987) and after graduation was commissioned from Army ROTC as a Field Artillery officer. Over the next 12 years he served in several artillery battalions both overseas and in the United States. He became a comptroller in 1999 and has worked in budget officer and budget analyst assignments from Army Division to Department of the Army level. He also participated in the Training with Industry program and worked for a year as a financial analyst with the Boeing Corporation's Integrated Defense Systems in St. Louis, Missouri. Mark earned an MBA from the University of Colorado, Colorado Springs (2000) and is a graduate of the U.S. Army Command and General Staff College (2002). He is a Certified Defense Financial Manager. Mark is married and lives in Carmel.

DRMI bids farewell to CDR Ron Hughes



CDR Ron Hughes retired on 15 June 2006 after twenty years of active duty service to the Navy. In honor of his service, CDR Hughes received the Meritorious Service Medal, which read: "Commander Hughes performed superbly as lecturer and group facilitator

contributing insightful reasoning into resources management and analytical decision making. His critical thinking skills, thorough knowledge and rational problem solving abilities provided students alternative approaches to solving complex resource issues. His practical experience brought a wealth of new ideas during development of a new short course in streamlining government and public-private partnerships. As academic scheduler, he combined organizational skills and a keen sense of timing to provide the right course load for 26 faculty members over fourteen defense resources management courses. In close coordination with McGraw Hill and Prentice Hall publishing companies, he produced a copyrighted DRMI textbook containing the core of course material compressed into a single volume. His meticulous, thoughtful and precise attention to detail tremendously improved the products created and disseminated by the institute and assisted participants in gaining the highest quality education possible." Congratulations to CDR Ron Hughes; he will be sorely missed. He has accepted a Project Manager position with Global Industries in Houston, TX.

CDR Kevin Maher returns to Operations Research Department



CDR Kevin Maher returned to a position as lecturer within the Operations Research department at NPS. DRMI kindly thanks him for his service and wishes him luck in all his endeavors.

Dr. Francois Melese receives grant

Together with two colleagues (Mr. John Dillard and Dr. Chip Franck) from the Graduate School of Business and Public Policy (GSBPP), Dr. Francois Melese received a grant to write and present a policy paper entitled "A Transaction Costs Economics (TCE) Approach to Optimal Contract Types." Dr. Melese and his co-authors delivered the paper at the 3rd Annual Defense Acquisition Symposium held 17-18 May in Monterey, CA.

Shay Assad, Director of Defense Procurement and Acquisition Policy for the Department of Defense, chaired the session "Initiatives in Procurement and Acquisition." The Honorable Kenneth Krieg, Undersecretary of Defense (Acquisition, Technology & Logistics) launched the Symposium, which included experts and policy-makers from DoD (both military and civilian), GAO, think tanks, industry, and universities across the country including several professors from the Naval Postgraduate School. Rear Admiral Greene, USN (ret), head of the Acquisition Research Program at NPS, organized the panel. The audience included notables in the field like Jacques Gansler (former USD AT&L), Lieutenant General Joseph Yakovac, Jr. (U.S. Army), Rear Admiral Charles Hamilton II (US Navy), Nancy Spruill (Director, Acquisition Resources & Analysis, AT&L), Steven Kelman, Professor of Public Management, John F. Kennedy School of Government, and others.

The paper by Dr. Melese and his colleagues was published in the proceedings and offers a new perspective on government contracting drawn from an emerging field in economics that emphasizes coordination and motivation costs of contracts along with traditional production costs. Adopting this new framework could improve future cost estimates of major weapon systems. A related DRMI working paper is available at <http://www.nps.navy.mil/drmi/WorkingPapers/DRMI%20Working%20Paper%2005-02.pdf>

Conference Presentations, Research and Publications**Dr. C. J. LaCivita and LtCol Chris Page attend American Society of Military Comptrollers National Professional Development Institute**

Dr. C. J. LaCivita and LtCol Chris Page attended the recent American Society of Military Comptrollers (ASMC) National Professional Development Institute (PDI) from 30 May to 2 June 2006. The event was highlighted by speeches from guest speakers the Honorable David Walker, Comptroller General of the U.S. and Head of the GAO as well as the Honorable Sean O'Keefe, Chancellor of Louisiana State University who spoke about decision making in DoD and the current state of affairs in world economic and threat climate. Several other motivational speakers inspired the audience to excel in their work environments and personal lifestyles with timeless principles of success while being aware of the need to understand the multi-generational climate of the current workplace.

Dr. Anke Richter presents paper at the Military Operations Research Society (MORS) 74th Symposium

Dr Anke Richter presented her research at the 74th Military Operations Research Society Symposium, US Air Force Academy, Colorado Springs, CO, June 13-15, 2006. Her presentation, titled "Lessons Learned from Navy Nurse Corps Manpower Management Models," discussed

issues arising from manpower modeling for the Nurse Corps. Her research stems from preliminary work of four NPS masters' students who completed theses on the topic.

Dr. Natalie Webb and Dr. Anke Richter attend the Military Operations Research Society (MORS) 74th Symposium

Dr Natalie Webb and Dr. Anke Richter attended the 74th Military Operations Research Society Symposium, US Air Force Academy, Colorado Springs, CO, June 13-15, 2006. The event provided excellent examples of practical applications of operations research methodology to a

wide variety of defense issues. Working groups covered a full spectrum of research areas including strategic operations, effects-based operations, information warfare, joint campaign analysis, manpower and personnel, medical planning, measure of effectiveness, analysis of alternatives, and transformation and homeland defense. The keynote speaker was Lt Gen John DW Corley, Vice Chief of Staff, USAF.

Dr. Eva Regnier presents at the American Meteorological Society's Conference on Hurricanes and Tropical Meteorology



Dr. Eva Regnier presented her work with Dr. Pat Harr, of the NPS Department of Meteorology, at the American Meteorological Society's 27th Conference on Hurricanes and Tropical Meteorology, Monterey, CA, 24-28 April 2006. The presentation, titled "Information forecasting for

hurricane preparation." was quoted on Reuters online, "Experts Debate Beefing Up Hurricane Warnings," available at <http://www.alertnet.org/thenews/newsdesk/N25318755.htm>

Dr. Eva Regnier gives talk at Stanford Institute for Economic Policy Research Policy Forum on Energy

Dr. Regnier also gave a talk titled, "Oil and energy price volatility" at the Stanford Institute for Economic Policy Research (SIEPR) Policy Forum on Energy in Stanford, CA on April 21, 2006. Among the other speakers were James Boyd, a California Energy Commissioner, Vinod Khosla, venture capitalist and cofounder of Sun Microsystems, Stanford Professor Jim Sweeney, and Steve Westley, California State Controller and formerly Senior VP of ebay. The Forum was videotaped, and can be viewed online at http://siepr.stanford.edu/siepr_news/news_PolicyForum_406.html

Dr. Regnier's paper of the same title is in press at the Journal Energy Economics and is available online at <http://dx.doi.org/10.1016/j.eneco.2005.11.003>

Recent publications:

McNab, R. and Mohamed, A.L. (2006). Human Capital, Natural Resource Scarcity, and the Rwandan Genocide. *Small Wars and Insurgencies*. 17(3), 311-332.

Mehay, S., & Webb, N.J. (2006). Workplace drug abuse programs: Does 'Zero Tolerance' work? In press. *Applied Economics*.

Staniec, F.O. and Webb, N.J. (2006). "Utilization of Infertility Services: How much does money matter?" In press. *Health Services Review*.

Webb, N.J., & Blandin, J. (2006). Evaluating executive performance in the public sector. *International Public Management Review*. 7(1), 98-117, available at <http://www.ipmr.net>

Evaluating Executives (Continued from Page 1.)

Top leaders can review the contribution of each executive in a more impartial manner, compare similar executives, and constantly evaluate whether their priorities are driving executives to make decisions in the interest of the organization. This approach also allows executives to constantly revisit their "priority list" for accomplishing results and to communicate with their superiors on whether there are issues that affect the executive's (and organization's) likelihood of making significant progress towards organizational goals.

What needs to be done prior to implementing the evaluation system?

To begin to implement the evaluation model, leadership must have defined the organization's strategic goals and objectives. Executives participate with leadership to define and execute their own objectives in line with organizational goals and objectives.

In advance of implementing the evaluation system, leaders should set up explicit time periods for reviewing progress and providing feedback. Leaders should also build in flexibility to allow leaders and executives to revisit their priorities and change the outcomes desired (or their weighting) as time goes on, in order to meet organizational objectives and evaluate the executive fairly. The system must be adjusted

over time. Viewing the system not only as a mechanism to evaluate and reward executives, but also to provide guidance, motivation, celebration, and learning opportunities for leadership and executives is key to its success.

What will sustain the evaluation system?

Top leadership must continually devote the time and energy necessary to transform strategy to goals and objectives for the organization to areas of responsibility for executives including specific goals and objectives. This will require substantial investments of time, money, and effort on the part of top leaders of the organization. Any exercise setting up and maintaining assessable measures of performance will likely be quite difficult, particularly in organizations where outputs, let alone outcomes, are difficult to measure. Even when all participants agree that measuring outcomes makes sense, they may be less likely to believe that an evaluation system could be derived that fairly measures results. Leaders must be ready to counter such criticisms and be very clear about how their evaluations will be derived and used. As Williams (in Jones, 2002) pointed out, "performance measurement [. . .] is not a value-neutral technique. When performance ratings are revealed, it is the ratings that get attention, but it is the criteria that are important; that is where values are found." Whether leadership quantifies results or not, the modeling process provides decision makers with value on structuring goals and objectives for the organization and executive to better achieve successful organizational outcomes.

One of the steps in making the evaluation system work is that leaders must provide not only vertical, but also horizontal alignment of goals. If executives need to work together to achieve results across their organizations, but their objectives are not aligned, adverse outcomes may result because members of each team could view efforts as competitive. Kelman (2005) worries about such negative effects that individual pay-for-performance schemes could have, and says that success might not motivate the "winners" as much as it would average performers, who "might lose their motivation if they fail to get performance bonuses." And Prendergast's (1999) review of studies on incentives and compensation suggests that average performers tend to think their performance is above average. The evaluation system must be well communicated to

stakeholders and be transparent to help mitigate these incentive problems.

Prendergast's concerns about misalignment between the individual's and the organization's goals must also be addressed. For many complex jobs like those in senior executive service, it may be impossible to specify all relevant aspects of executive behavior in a performance contract. Even if specific objectives are established and the evaluation system is understood and transparent, an executive might be motivated to "game" the system - that is, put more effort into the accomplishment of a higher-weighted objective - if doing so results in a higher evaluation score.

Given the difficulty in specifying all aspects of an employee's job, leaders commonly use subjective performance evaluation to provide incentives; these may be used in addition to some objective assessments. A benefit of such subjective assessments is that they can be a more fully rounded measure of performance; for instance, a baseball player would be rewarded for hitting a home run only if attempting to do so was warranted at the time. There is considerable evidence, however, that subjective assessments also give rise to biases. Employees may be more likely to waste valuable resources (work time, for example) currying favor with their bosses. Other problems may be "leniency bias," where supervisors are reluctant to give bad ratings, and "centrality bias," where supervisors compress ratings around some norm (Kelman, 2005).

In order for this approach to work, leaders must pay particular attention to how outcomes are defined, what restrictions they place on the outcomes, and how they communicate what must and must not happen for the outcome to be achieved.

All of these concerns must be addressed. We believe, however, that this approach provides a first step in thinking about how to link executive performance evaluations to organizational goals and objectives.

Summary

As organizations begin to link evaluations to organizational accomplishments, their leaders must undertake setting or renewing strategic goals. For most government organizations, strategic goal setting must be responsive to

multiple stakeholders if the organization is to remain viable in the long run. These stakeholders often create conflicting pressures on the organization and its leadership, thus forcing value tradeoffs to be made in order to balance competing interests. Balancing these interests is a highly subjective process and the success of any government organization rests on leadership's ability to generate "performance" value for each stakeholder over time.

Especially at the strategic level of the organization, our model can help leadership structure and think about this problem by making explicit the range of stakeholders, what their interests are, how important those interests are relative to those of other stakeholders and how those interests relate to organizational performance goals. Once this goal structure is made explicit and the relative importance of each goal is understood, organizations can more rationally direct resources toward goal accomplishment and evaluate executive performance. To be sure, for a large complex government organization this will be a substantial and complicated undertaking, but one that we believe must be attempted if performance management is ever to become a reality in the public sector.

Endnotes

ⁱ Note that we use the term "executive" to mean the person who is being evaluated, and "leader" or "evaluator" as the senior executive or leader responsible for undertaking the evaluation and overseeing the evaluation process of that executive.

ⁱⁱ For a more thorough treatment of this subject, see the publication (2006) under the same title by Webb, N.J. and Blandin, J. at www.ipmr.net.

ⁱⁱⁱ For more on implementation of performance-oriented pay systems, see GAO-05-832SP.

^{iv} Kelman worries that too many evaluators might give small rewards to everyone or give all employees turns at getting them.

References

General Accountability Office (GAO). (2005). Symposium on Designing and Managing Market-Based and More Performance-Oriented Pay Systems.

<http://www.gao.gov/new.items/d05832sp.pdf>

Jones, L.R. (2002). Dialogue in Response to the IPMN Newsletter, based on the IPMN Symposium on Performance Budgeting and The Politics of Reform. *International Public Management Review* 3(2): 1-23.

Kelman, (2005). "Pay for performance pays: A new approach to compensation could attract younger employees." *Federal Computer Week*. April 4.

Prendergast, C. (1999). "The provision of incentives within firms." *Journal of Economic Literature*. 37:7-63.

DRMI Course Catalog and Brochure

The 2006 course catalog and the Defense Resources Management Course brochure are now available. If you would like copies, please contact the Admin Office at 831-656-2104 (DSN 756) or send e-mail to DrmiAdmin@nps.navy.mil

Future Mobile Courses

Malaysia	14 Aug -- 25 Aug 2006
Sierra Leone	11 Sep -- 22 Sep 2006
Argentina	11 Sep -- 22 Sep 2006
Nigeria	9 Oct -- 20 Oct 2006
Moldova	30 Oct -- 3 Nov 2006
Bangladesh	5 Nov -- 16 Nov 2006

*All courses funded by International Military Education and Training (IMET) unless marked as Foreign Military Sales (FMS) or Counter Terrorism (CT).

Future Resident Courses

Defense Resources Management Course (four-week DRMC):

DRMC 06-4	24 Jul - 17 Aug 2006
DRMC 06-5	21 Aug - 15 Sep 2006
DRMC 07-1	8 Jan - 2 Feb 2007
DRMC 07-2	23 Apr - 17 May 2007

International Defense Management Course (eleven-week IDMC):

IDMC 06-2	25 Sep - 8 Dec 2006
IDMC 07-1	5 Feb - 18 Apr 2007

For additional information on any of our resident courses please contact Mary Cabanilla at (831) 656-2104 or e-mail DrmiAdmin@nps.navy.mil